

## 2.0 Strategic Planning

**2.1a(1)** Strategic Planning within the 417<sup>th</sup> Base Support Battalion (BSB) is the process of systematically evaluating the nature and direction of our operations, defining short and long-term objectives, identifying quantifiable goals, and developing action plans to achieve them. We have a four-phased Strategic Planning Process (SPP), combining a deliberate, well-defined initial planning effort, or approach with a transition toward a continuous phase of implementation and evaluation – the deployment of the plan

The second phase of the SPP, known as the Environmental Scan, also occurs at the SPC with the Command Group, primary staff, and partners and suppliers in attendance. During this phase, the entire group performs an analysis of our organizational Strengths, Weaknesses, Opportunities and Threats (SWOT). Our commander and staff conduct an in-depth analysis or ‘scan’ of where the 417<sup>th</sup> BSB is now, and where it wants to go based on various factors including Customer, workforce, and competitive data, the financial market, technological advances, supplier and partner

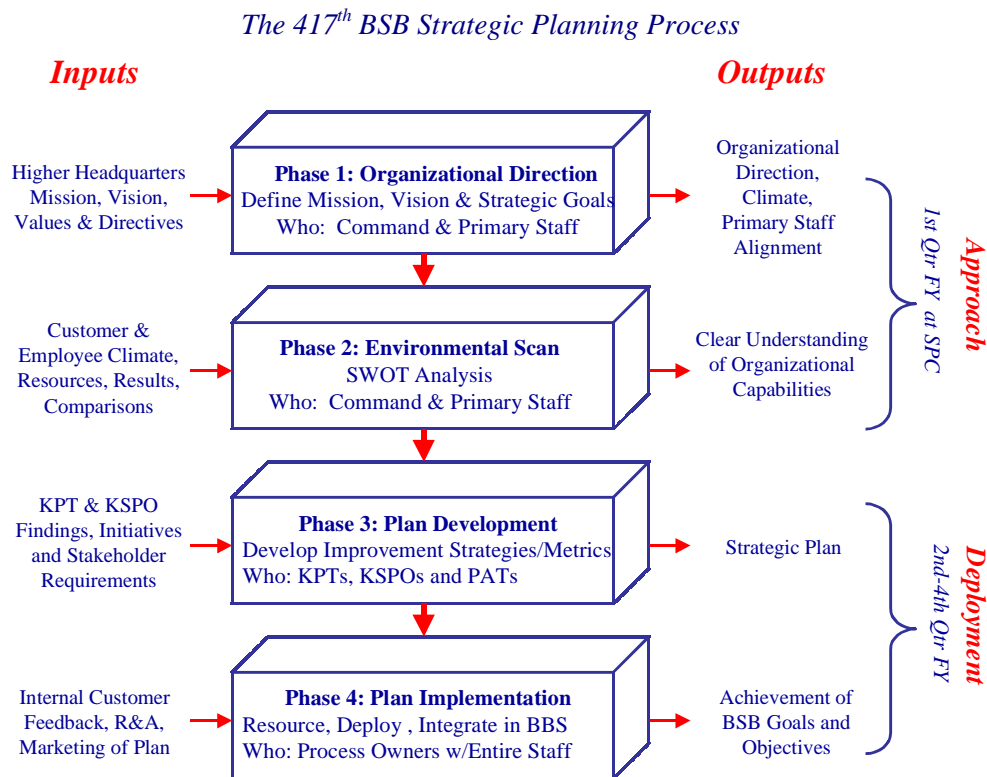


Figure 2.1-1

(Figure 2.1-1). The initial phase of the SPP, development of Organizational Direction, involves the participation of the key leaders and directors within our organization, and takes place at our annual off-site Strategic Planning Conference (SPC). During this phase, the 417<sup>th</sup> BSB begins planning efforts with a review of our assigned mission from the 98th Area Support Group (ASG). From this assigned mission, our commander and primary staff derive their Mission Essential Task List (METL). This outlines the critical functional areas that the battalion must focus on and perform well in order to fulfill our overall mission. Our commander, with assistance from the staff, then reviews the 417<sup>th</sup> BSB's Vision as it relates to these areas. Modifications to the mission and vision typically occur after a change of command, a change in the vision of our higher headquarters, or as a result of Customer feedback in the execution of the previous year's Strategic Plan. With the vision established and understood, the 417<sup>th</sup> BSB's Strategic Goals are defined, which establishes the framework for the development of our short and long-term objectives, as well as related action plans. The purpose for this phase is to ensure organizational alignment in the diverse range of operations within the 417<sup>th</sup> BSB.

capabilities, and higher headquarters' planning guidance. This situational analysis of our environment enables us to determine strengths and opportunities for improvement. Based on the current environment and anticipated changes, we project a desired “future state” for the 417<sup>th</sup> BSB. Subsequently, we produce internal and external assumptions and future state scenarios which enhance our ability to effectively plan in Phase III.

Armed with a common vision and Strategic Goals, as well as a thorough understanding of the operational environment, the 417<sup>th</sup> BSB enters Phase III, the Plan Development phase of the SPP where changes and guidance are passed to Key Process Teams (KPTs), Key Support Process Owners (KSPOs) and in some cases, other teams such as the Customer Feedback Committee (CFC). Together, these groups are responsible for developing our specific improvement strategies, short and long-term objectives, and their related action plans which facilitate the achievement of the 417<sup>th</sup> BSB's Vision and Strategic Goals. Additionally, these teams are charged with developing the metrics that will determine our success in achieving defined goals and objectives, and for integrating them into our performance measurement system.

Phase IV of the process, or Plan Implementation, is accomplished initially through the aforementioned teams as

they identify fiscal or manpower resources, and other requirements that are necessary in the accomplishment of the plan. Strategies are then fielded to the workforce and progress in their execution is reviewed by the Command Group and primary staff at the Business Results Brief (BRB). Our SPP is a disciplined effort, designed to

**2.1.b** With the 417<sup>th</sup> BSB Vision and Strategic Goals established, the Systems Team for Analysis and Review (STAR) - the team responsible for the integration of Army Performance Improvement Criteria (APIC) into the way we operate - and the Command Group collectively identify the key success factors, or Strategic Areas that need to be addressed in

Customer Requirements Data	Competitors	Potential Risks	Human Resource Capabilities	Operational Capabilities	Partner/Supplier Data
Input from CFC thru CICs to KPTs and KPSOs during Phases II and III	Defined initially during Environmental Scan and refined by KPTs and KSPOs	Defined by KPTs and KSPOs during objective development (Phase III)	Defined by Human Resources KSPO and provided to KPTs who develop needs	Defined initially during SWOT analysis (Phase II) and further developed in Phase III by KPTs and KSPOs	Defined in Phase III of the process by KPTs and KSPOs
Customer Climate Surveys Customer Comment Cards Focus Group Surveys Other CFCs	Surrounding BSBs Off-Post Facilities/Activities Other USAREUR Installations Potential Contractors	Financial Market Societal	Training & Education Staffing Levels Employee Satisfaction Work Design	Available Technology Equipment & Supplies Facilities & Infrastructure Resource Availability Process Efficiency	DoDEA, AAFES, Securitas, STOV, CID, Commissary, German Polizei, EUD, Host Nation Officials, Banks, 67th CSH, CPAC, DBB, 66MI

Figure 2.1-2

facilitate fundamental decisions and actions that shape and guide the 417<sup>th</sup> BSB's business direction. Although we have deliberately broken our process into distinct phases to guide and provide us with a systematic and structured approach to planning, the 'living' process is overlapping and continuous for maximum flexibility.

**2.1a(2)** In most cases, key factors in our strategic planning are considered at two different levels within the 417<sup>th</sup> Base Support Battalion. First, the Command Group and staff initially define such things as our Customer and market expectations, operational capabilities, potential risks, and the competitive environment during the SWOT analysis of the SPP. Then, during Phase III, these considerations are further refined by KPTs, KSPOs or other teams that are involved. This analysis is then used to identify specific needs as they relate to fiscal and Human Resources (HR), new technology, or partner and supplier processes; ultimately becoming an integral part of our Strategic Plan. For example, the Human Resources KSPO (HRKSPO) addresses overall HR capabilities for the new Fiscal Year (FY) at the SPC. Our KPTs analyze this information, identify shortfalls or requirements necessary for the achievement of their objectives and accordingly, provide the HRKSPO with a clearly defined set of related needs. This process ensures alignment of both capabilities and requirements for the facilitation of the 417<sup>th</sup> BSB's Strategic Goals. Figure 2.1-2 illustrates the different strategic planning considerations, the types and sources of data, and how they are analyzed during both Phase II and III of the SPP.

order to achieve our vision. Each of these Strategic Areas is determined and defined by the planning considerations identified in Figure 2.1-2. For example, in examining organizational capabilities, we know that historically, the amount of funding necessary to adequately maintain our facilities is diminishing. However, the buildings in which we



Figure 2.1-3

live and work are critical to providing the best possible quality of life, and ensuring tactical unit readiness. Resultantly, Facilities and Infrastructure is a Key Strategic Area and revitalizing them has become one of our Strategic Goals. The vision and Strategic Areas of the 417<sup>th</sup> BSB are identified in Figure 2.1-3. Readiness and Deployment Support, Quality of Life, Force Protection, and Youth Programs are the Strategic Areas which support the 'balanced readiness' aspect of the

417<sup>th</sup> BSB's Vision, as this cannot be achieved without providing tactical support for soldiers as well as family support programs for spouses and children. Fiscal and Environmental Stewardship coupled with Facilities and

related metrics which support 417<sup>th</sup> Base Support Battalion's Strategic Goals are developed during Phase III of the SPP. Key Process Teams and KSPOs, organized and chartered in accordance with our Strategic Areas, are primarily responsible for accomplishing this task. Generally, the process used to accomplish this is to have the team brainstorm as many strategies as possible, weighing them against considerations addressed in Figure 2.1-2. With the results, the KPTs and KSPOs have an appropriate platform to develop action plans for the improvement of our operations. Because the structure of KPTs and KSPO internal teams is cross-functional, pan-organizational, and multi-layered (Category 6.1b(2&3)), the approach to developing these improvement strategies involves all appropriate personnel. This ensures that all key areas are addressed and that there is balance in the overall Strategic Plan. Once our goals for performance measures are established, they are integrated into the Command's Balanced Business Scorecard (BBS) (Category 4.1a). Because the development of the BRB is a two-way interdependent process, results are shared and used as a tool for fact-based decision making, organizational alignment, and improvement throughout all levels of the 417<sup>th</sup> BSB. Key performance indicators and measures for tracking our progress relative to our action plans, are illustrated in Figure 2.1-5.

#### **417<sup>th</sup> BSB Strategic Goals**

1. Enhance Readiness and Deployment Support
2. Protect the Force
3. Facilitate a High Quality of Life for our Customers
4. Provide High Quality Programs for our Youth
5. Improve Rates of Customer Satisfaction
6. Improve Rates of Employee Satisfaction
7. Sustain a Fully-Integrated Environmental Stewardship Program
8. Revitalize Facilities and Infrastructure
9. Increase Efficiency to Maximize Use of Resources

Figure 2.1-4

Infrastructure, are the Strategic Areas which support "wholehearted stewardship of resources and environment."

Customer and employee satisfaction are both integral to "anticipating and responding to our Customers' needs." With these Strategic Areas identified, our commander established the 417<sup>th</sup> BSB's Strategic Goals illustrated in order of priority in Figure 2.1-4. Each is directly linked to a Strategic Area, and is subject to a defined two to five year timetable for accomplishment.

The 417<sup>th</sup> BSB Strategic Plan has evolved over the past three years as a direct result of our leadership's increasing education in, and appreciation for the value of the APIC, and provides us the framework from which to develop the philosophies, policies, programs, and tools necessary to assist our leaders in best managing battalion operations. It also provides a foundation for better integration of priorities into the United States Army Europe (USAREUR), 1<sup>st</sup> Infantry Division (1ID), and 98<sup>th</sup> ASG planning processes. Further, our Strategic Plan accounts for performance measures and objectives that enable us to accurately assess the operating efficiency and effectiveness of the 417<sup>th</sup> BSB key and support processes.

**2.2a(1&4)** Action plans and their

<b>HR Quadrant</b>	<b>Fy 2001 Goal</b>	<b>FY 2003 Goal</b>
<b>Attracting &amp; Recruiting</b>	100% Work Year Utilization 75% Family Members to Total Strength	100% Work Year Utilization 75% Family Members to Total Strength
<b>Education &amp; Training</b>	85 % Employees have IDPs 90% Fulfillment of Mandatory Training 80% Fulfillment of Supervisory Training 100% Career Mentoring for GS11/Above Improve Training CSI to 3.0	90% Employees have IDPs 92% Fulfillment of Mandatory Training 85% Fulfillment of Supervisory Training 100% Career Mentoring for GS11/Above Improve Training CSI to 3.2
<b>Communication</b>	60% Mystery Information Accuracy Development of Employee Handbook 95% New Employees Receive Orientation HR Plan and SP on Web Page Improve Communication ECI to 3.0	70% Mystery Information Accuracy Develop 2nd Edition of Handbook Use of Web Page to Survey Employees Improve ECI to 3.2
<b>Work &amp; Job Design</b>	Implement 30% of Accepted MEO Efficiencies Improve Work/Job Design ECI to 3.0	Implement 60% of Accepted MEO Efficiencies Improve Work/Job Design ECI to 3.2
<b>Employee Involvement</b>	Improve Involvement ECI to 3.0 20% Increase in ETM Participation 30% Managers have TQM for Supervisors	Improve Involvement ECI to 3.2 25% Increase in ETM Participation 45% Managers have TQM for Supervisors
<b>Recognition</b>	35% Recognition Equitability Improve Recognition ECI to 3.0 Fully Implement STAR Award	30% Recognition Equitability Improve Recognition ECI to 3.2 Official Assessment of STAR Award
<b>Well-Being &amp; Satisfaction</b>	Improve Overall ECI to 3.0 Improve Focus Group Results to 7.0 Reduce Complaints to Command to <10 50% EEO Complaint Resolution	Improve Overall ECI to 3.2 Improve Focus Group Results to 7.3 Reduce Complaints to Command to <5 60% EEO Complaint Resolution

Figure 2.2-1

Strategic Goal	Metrics	2001 Target	2003 Target	Strategies
<b>Enhance Readiness and Force Projection</b>	Units with Readiness Groups Unmet Child Care Range Utilization CSI with Education Centers	95% No Unmet Care Increase by 10% 3.0 CSI	100% No Unmet Care Increase by 5% 3.2 CSI	Charter FRG PAT chaired by ACSO Improve incentive program for providers Proactively pursue funding for upgrade Further refine programming at DLC
<b>Protect the Force</b>	Timeliness of MP Response On time Physical Security Inspections Firefighting Response Time Timeliness of Workplace Inspections	100% within 15 Minutes 100% Timeliness Within 4 Minutes 100% by 4th Qtr	100% within 15 Minutes 100% Timeliness Within 4 Minutes Meet Goals by Qtr	Fully staff PMO to MTOE Use additional staff to conduct inspections Increase simulated drills Restructure work assignment in 1st Qtr
<b>Provide a High Quality of Life to our Customers</b>	Barracks Upgrade to 1+1 Quality of Housing Check-In Waiting Time for Housing Timeliness of Mail Delivery On-Post MWR Utilization	57% Upgraded 75% Satisfaction 30 Days Less than 24 Hours 30% Average	65% Upgraded 80% Satisfaction 20 Days Less than 24 Hours 35% Average	Proactively pursue alternative funding Consolidate existing BOM contracts Increase number of leased units Purchase carts for more efficient handling Outsource activities otherwise unfunded
<b>Provide High Quality Programs for our Youth</b>	Middle School/Teen BGCA Scores Youth Misconduct Rates DoDDS Achievement Scores CSI with Youth Programs	22 %& 48% Improved Reduce 10% Meet District Average 3.0 CSI	22.5%&10% Improved Reduce 10% Meet DoDDS Average 3.2 CSI	Prioritize and implement improvement areas Charter intervention PAT with partners Increase BSB involvement in Schools Pursue SAS Accreditation
<b>Improve Rates of Customer Satisfaction</b>	Complaints Solved at Lowest Level Focus Group Survey Results % Contact Requirements Met Customer Satisfaction Index	85% Resolution 7.0 All Groups 95% Met 3.0 All Activities	90% Resolution 7.5 All Groups 98% Met 3.2 All Activities	Increase Customer service training for staff KPTs, KSPOs examine & correct trends Increase awareness of standards program Continue to analyze and correct trends
<b>Improve Rates of Employee Satisfaction</b>	Employee Climate Survey Results Focus Group Results Complaints Elevated to Cmd Group Recognition Equitability Resolution of EEO Complaints	3.0 ECI 7.0 Overall Less than 10 per Qtr Within 35 % Standard 50% Resolution	3.2 ECI 7.0 Overall Less than 5 per Qtr Within 30% Standard 60% Resolution	Continue to conduct quarterly Townhalls HRKSPO identifies and corrects trends Promote & enforce BSB Awards SOP Fulfill 100% of supervisory training needs Increase # of internal EEO advisors
<b>Sustain a Fully Integrated Environmental Stewardship Program</b>	ISR II Results # of Repeat ECAS Findings % Trash Recycled % CAT 1 Asbestos Removal % Restoration of Contaminated Sites	1.8 Average Rating 81% Correction 50% Recycled 90% Abated 57% Restored	1.5 Average Rating 90% Correction 55% Recycled 100% Abated 100% Restored	Restore Contaminated Sites Proactively seek funding for deficient areas Enforce SORT SOP Plan and program abatement projects Develop design for restoration projects
<b>Revitalize Facilities and Infrastructure</b>	CSI with Real Property Issues Service Order Response Rates Between Occupancy Down Days % Facilities at ISR C-4	3.0 CSI All Activities Meet QOL Standard 8 Days 90 above C-4	3.2 CSI All Activities Exceed QOL Standard 6 Days 92% above C-4	Train 100% staff in Customer Service Train contractors in DPW 2000 database Consolidate BOM contractors Design projects/integrate in MIPL
<b>Increase Efficiency to Maximize Use of Resources</b>	Workyear Utilization Cost of Utilities Cost of Solid Waste Management NAF NIBD to Total Revenue	100% Utilization 30% Reduction \$5.27M 14%	100% Utilization 35% Reduction \$5.16M 16%	Restructure authorizations to meet needs Complete utility privatization process Increase community SORT awareness Increase on-post recreational activities

Figure 2.1-5

**2.2a(2)** The 417<sup>th</sup> Base Support Battalion's Human Resources Process Action Team (HRPAT) and HRKPSO are collectively responsible for the development of our HR goals and objectives, which support the overall Strategic

Plan. Their planning schedule is a continuous process, but is accomplished in tandem with the Strategic Planning Schedule (Figure 2.1-1), which ensures that our HR goals and objectives are in complete support of and alignment with our Strategic



Goals and action plans. The HR planning and goals of the 417<sup>th</sup> BSB enable us, in a systematic manner, to attract and recruit qualified civilian personnel and to develop their careers through education and training opportunities. They also promote and foster an efficient organizational structure, a safe working environment, and enhance personal growth and equal opportunity for all. Additionally, they were developed taking into consideration how well they support the APIC Core Values, and how thoroughly they are aligned with and in support of our overall Strategic Plan. Figure 2.2-2 summarizes some of our most important HR goals.

The 417<sup>th</sup> BSB has taken several decisive and deliberate steps to ensure that Human resources are managed in a way that supports our organization's direction. One major development in this area, is the participation of 98<sup>th</sup> ASG Resource Management Office personnel for manpower and budget and the Civilian Personnel Assistance Center (CPAC) in our SPCs. This beneficial collaboration provides our HR managers first-hand knowledge of how the capabilities and direction of these partners relate to the 417<sup>th</sup> BSB's Strategic Plan.

**2.2a(3)** The identification, prioritization and allocation of resources necessary for the achievement of our goals, objectives and action plans is accomplished during phases III and IV of the SPP. During Phase III, equipment, technology, facilities, and HR requirements are identified and prioritized by the end of the 3<sup>rd</sup> quarter. During Phase IV, when operating budgets for the coming year are being developed, necessary resources over and above what are normally allocated by higher headquarters are identified and prioritized in such requests as Unfinanced Requirements Reports, Master Integrated Projects List (MIPL) and the Capital Purchase and Minor Construction (CPMC) Budget. To assist us in doing this, we solicit input from our workforce and Senior Tactical Commanders on the adequacy of resources for the achievement of our plans. Justifications are prepared, and we must compete with other USAREUR installations to receive any additional funding that is available. Understanding this, proactive and thorough planning has enabled the 417<sup>th</sup> BSB to become highly successful in its bid for these resources.

**2.2a(5)** The 417<sup>th</sup> Base Support Battalion successfully communicates and deploys its Strategic Objectives, action plans, performance measures and indicators to achieve overall organizational alignment in several ways. Our vision and Strategic Goals are distributed to all of our supervisors and employees throughout the communities of the 417<sup>th</sup> BSB, and noticeably posted in all facilities. Additionally, our commander maximizes the opportunity to communicate, reiterate, and reinforce our mission, vision and Strategic Goals during recurring forums, such as Executive Steering Committee (ESC) Meetings, Staff Calls, BRBs, and spontaneous staff facility visits. To maximize communication throughout all layers of the organization, we are including an Army Communities of Excellence (ACOE) Portfolio in the 417<sup>th</sup> BSB Web Page where links to the Strategic and HR Plans can be found. Additionally, our goals and action plans are included as topics in such recurring training as Officer and Noncommissioned Officer Professional Development, New Employee Orientation, and APIC seminars.

**2.2.b(1&2)** Figure 2.2-2 illustrates most long-term performance projections for the 417<sup>th</sup> Base Support Battalion and how they are integrated and aligned with our organization's Strategic Goals. With the understanding that through technological advances, process improvements, the pursuit of efficiencies, and resource constraints, most of our competitors are evolving in much the same way, the 417<sup>th</sup> BSB has nevertheless established performance projections as they relate to past performance, competitors, and benchmarks.

Strategic Goal	Projection	Timeframe
<b>Enhance Readiness and Force Projection</b>	Force Projection Platform of Choice for all USAREUR Tactical Units	2005
<b>Protect the Force</b>	Safest Place to Live and Work in USAREUR	2005
<b>Provide a High Quality of Life to our Customers</b>	Community of Choice for Soldiers and their Families in Europe	2004
<b>Provide High Quality Programs for our Youth</b>	Best Quality Youth Programs in the Department of the Army	2006
<b>Improve Rates of Customer Satisfaction</b>	Average Customer Satisfaction Score is 3.5 on 1-4 Scale	2005
<b>Improve Rates of Employee Satisfaction</b>	Highest Employee Satisfaction in USAREUR	2004
<b>Sustain a Fully Integrated Environmental Stewardship Program</b>	The Army Benchmark for Environmental Management	2006
<b>Revitalize Facilities and Infrastructure</b>	Highest Quality Facilities in USAREUR	2008
<b>Increase Efficiency to Maximize Use of Resources</b>	The Most Efficient Organization	2005

Figure 2.2-2